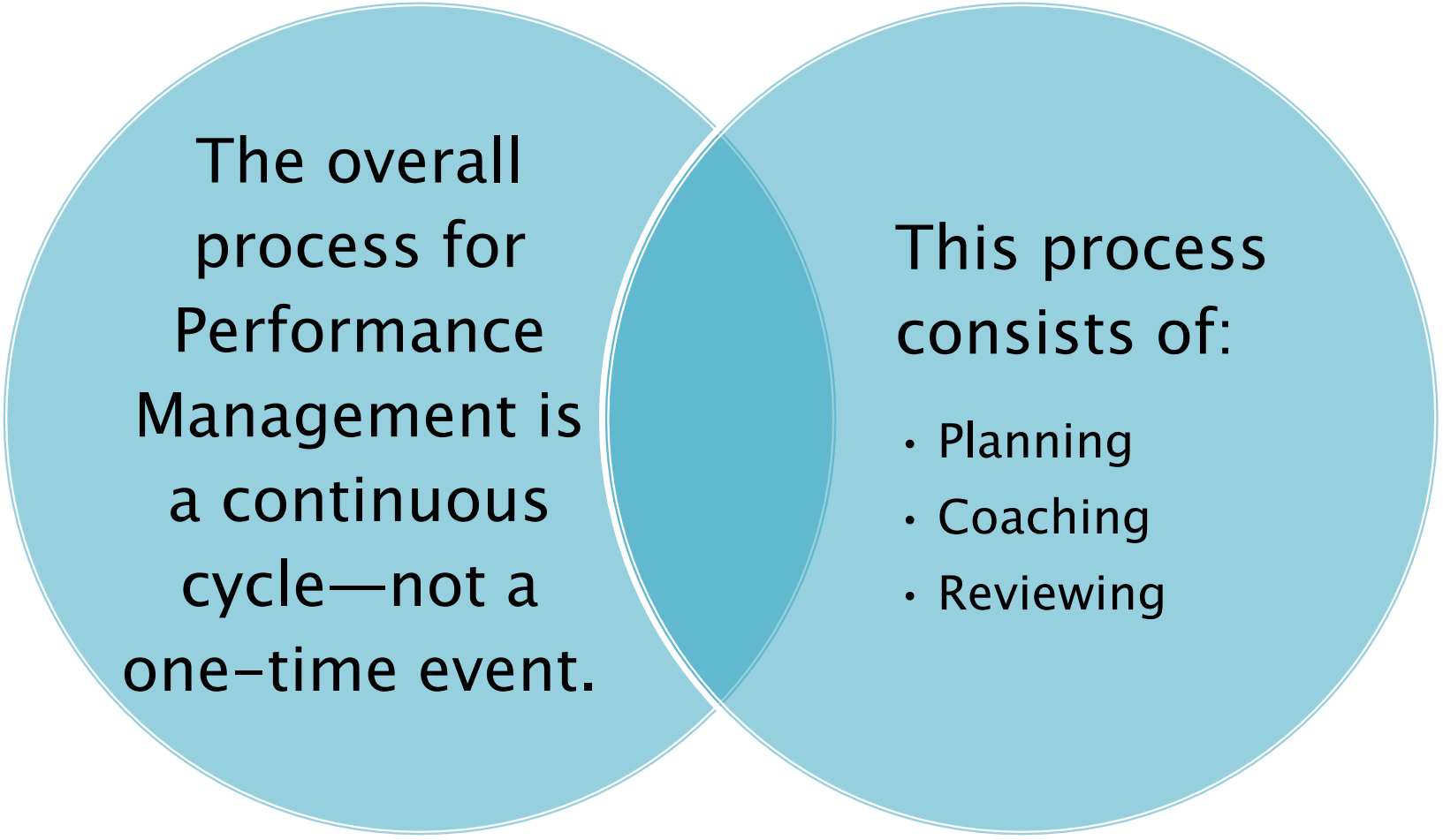




Coaching for Performance

Coaching for Performance



The overall process for Performance Management is a continuous cycle—not a one-time event.

This process consists of:


- Planning
- Coaching
- Reviewing

Coaching for Performance

This presentation will concentrate on the Coaching phase of Performance Management.

Coaching is an opportunity for the supervisor and the employee to have a discussion regarding the employee's performance approximately half-way through the performance management cycle.

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While performance feedback should be an ongoing process for every evaluator, it is critical for the evaluator to have at least one mid-year performance review during the evaluation period with the employee.

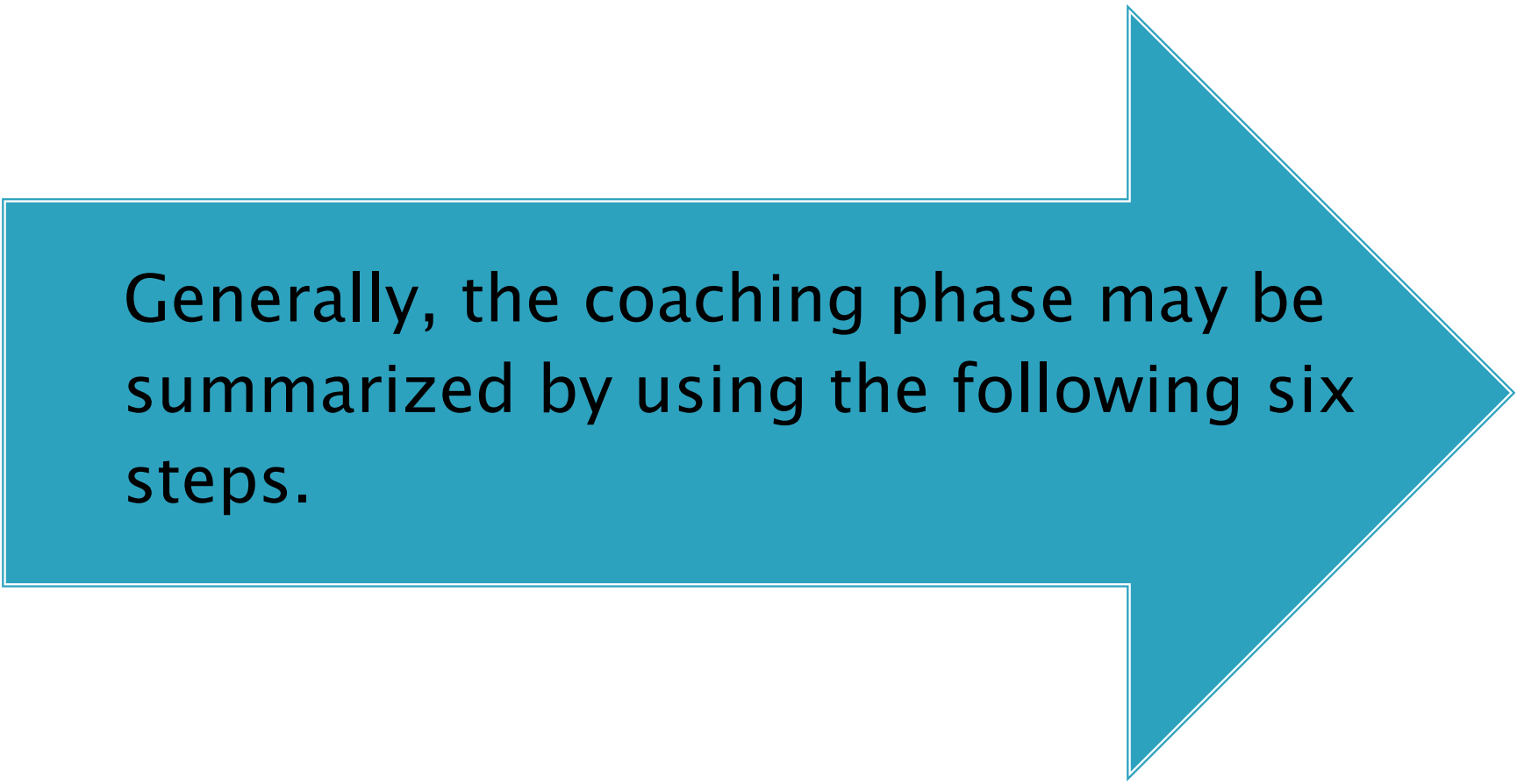
This assists in the overall evaluation by providing an opportunity for the evaluator and employee to review the employee's previously established performance plan and focus on employee performance to date.

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During this mid-term coaching event, the evaluator may adjust the employee's goals, competency target ranges and workplace standards for the evaluation period. If necessary, the evaluator shall determine appropriate employee development.

At least one mid-year performance review is required. As a general guideline, the mid-year review should be completed at the half-way point of the evaluation period after the performance planning phase was completed. Employee feedback should be continuous and may include other meetings between the employee and evaluator.

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Generally, the coaching phase may be summarized by using the following six steps.

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Step 1

- Observe and document each employee's performance on a regular basis.
- Enter performance related data into a "fact file" or performance log.

Step 2

- Provide feedback to each employee on a regular basis.
- Feedback should be relevant, timely, specific, and pertaining to the employee's performance.

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Step 3

- Plan and schedule the mid-year performance review session for each employee.
- Explain to the employee the purpose of the meeting is to review and possibly edit performance goals.
- Review employee performance goals and competency target ranges.
- Review notes and other information on employee performance.
- Look for gaps between performance goals or target ranges.
- Consider employee work priorities or agency policy changes requiring changes to any of the performance goals, target ranges, or workplace standards.
- Make a list of any other issues needing to be discussed with each employee.

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Step 4

- Conduct the mid-year review.
- Specifically discuss the following areas:
 - Appropriate leave use
 - Appropriate attendance
 - Appropriate dress and presentation
 - Follows all other rules and policies
- Ask the employee for a self assessment of their performance.
- Provide your viewpoint drawing on your observations.
- Discuss changes you are considering and what justifies these modifications.
- Provide positive reinforcement for favorable performance efforts and achievements.
- Discuss causes and remedies for any and all performance issues and problems.
- Remember to ask the employee how you can assist them to succeed.

Coaching for Performance

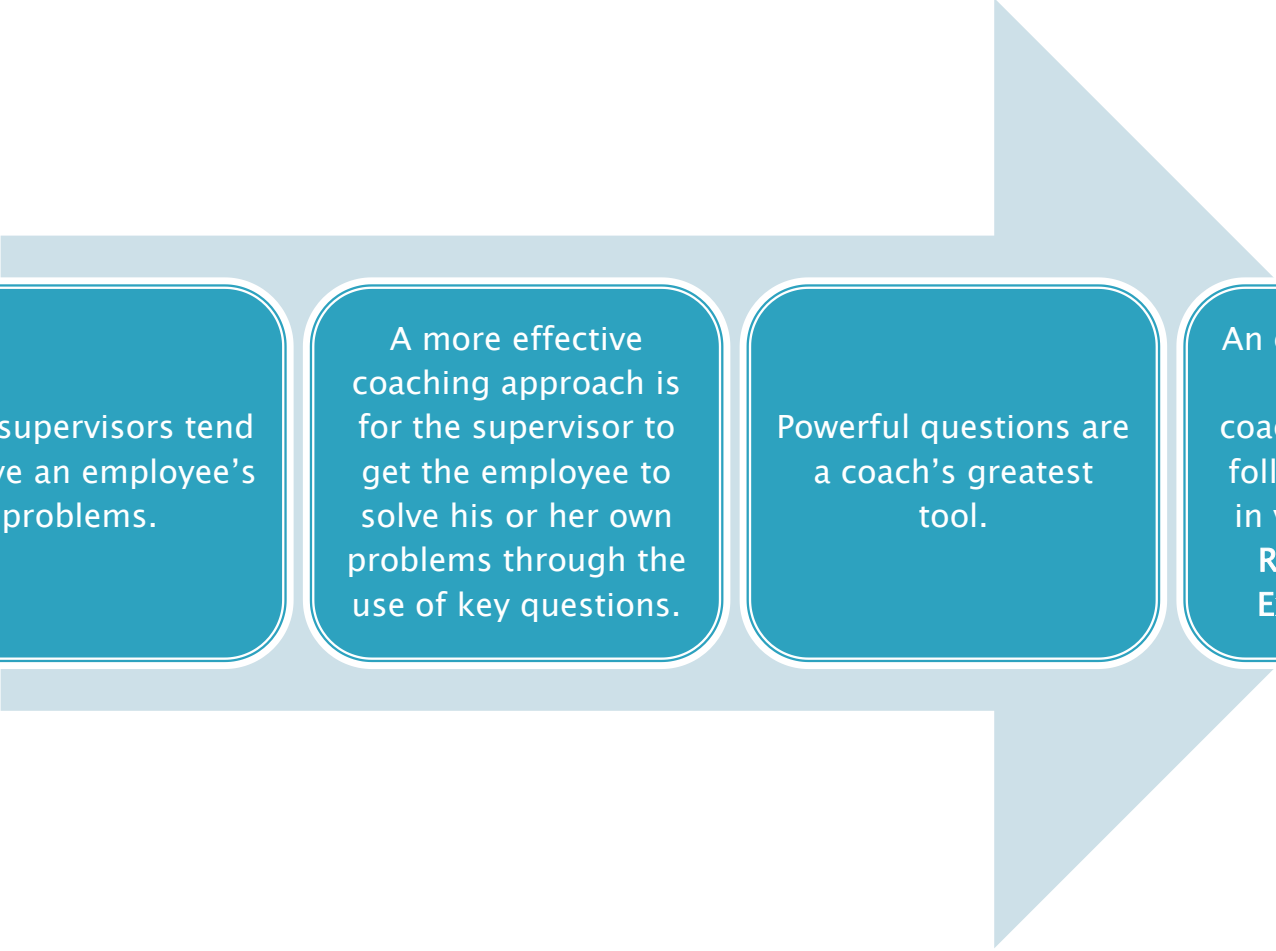
Step 5

- Document the adjustments and comments to the on-line form.
- Ensure all evaluator comments, changes, and comments by the employee are noted in the appropriate fields.

Step 6

- Follow up with assistance and continued feedback and observation.

Coaching for Performance



Many supervisors tend to solve an employee's problems.

A more effective coaching approach is for the supervisor to get the employee to solve his or her own problems through the use of key questions.

Powerful questions are a coach's greatest tool.

An effective approach to a successful coaching session is to follow four key steps in your questioning: **Reflect, Envision, Explore, and Act.**

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Reflecting Questions

- What is your current understanding of...?
- What bothers you most about your present situation?
- What is it about this issue that is problematic?
- How would you describe where you are now in resolving this issue?
- What are your current assumptions about...?
- What have you learned so far?

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Envisioning Questions

- If you were the best in the world at this, how would you define success?
- What is the best result you can hope for?
- What could you accomplish if you had no limitations or restrictions?
- What organizational goals and business needs align with this outcome?
- Where are you currently as compared to where you want to be?

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Exploring Questions

- What have others done in similar circumstances that has worked or not worked? Why?
- What other options can you think of?
- How could you get additional information, support, or resources?
- If you did nothing, what would change regardless? What would be worse?
- What else might be possible if you changed a few things under your control?
- What is most important to you or non-negotiable?

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Acting Questions

- How would you describe each SMART (Specific, Measureable, Achievable, Relevant, and Trackable) goal in terms of each element?
- What are some steps you could take? What should you do first?
- If you take this step, what would you do next?
- Can you commit to this course of action? Are you comfortable with it?
- Do you see the implications of...?
- Are you aware that...?

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To make the coaching session even more effective keep in mind:

- The coaching session should be a dialogue.
- Maintain good eye contact, attentive posture, and a professional manner.
- Actively listen and take notes.
- Reflect and restate answers to questions.
- Avoid blaming others and making excuses.
- Be honest and take responsibility.
- Discuss development and training needs.
- Ensure you discuss what the employee needs to be more effective.

Coaching for Performance

For more information on coaching for performance, you may want to refer to the following resources:

- ▶ Consult with your agency HR

For further resources, tools & FAQs

- ▶ Go to A&I PMI page:

http://www.wyoming.gov/loc/06012011_1/employees/PerformanceInitiative/Pages/default.aspx

- ▶ Go to your Welcome Page in Halogen's Useful Links:

<https://ondemand.halogensoftware.com/wyoming/welcome.jsp>

- ▶ Email: AI-HRD-PA@wyo.gov

Coaching for Performance



“Strong coaching or mentoring helps employees perform better, enhances loyalty and job satisfaction, leads to promotion, and lower rates of turnover.”

–Daniel Goleman

“Working with Emotional Intelligence”